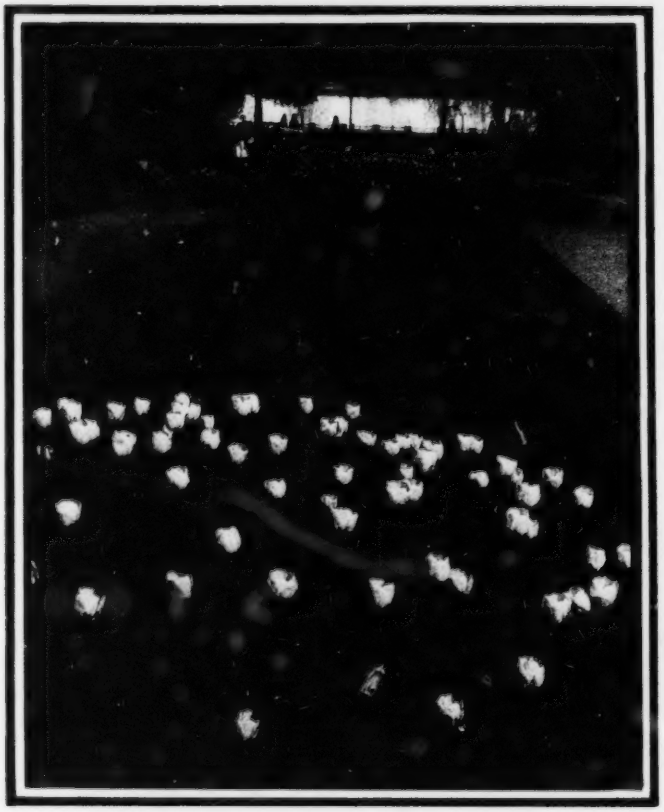
THE NIAGARA PARKS COMMISSION
NINETY-EIGHTH
ANNUAL REPORT
1984



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THE NIAGARA PARKS COMMISSION

Ontario

The Niagara Parks Commission Aims and Objectives

On March 30, 1885, the Ontario Legislature passed the Niagara Falls Park Act which provided for the formation of The Niagara Parks Commission.

From that time The Niagara Parks Commission has had a unique and exciting history. An original "acorn" of a mere 62.2 hectares, is now a mighty "oak" that encompasses slightly more than 1130 hectares along the 56 kilometres of the Niagara River. Included in this system today are historic sites, golf courses, a marina, picnic areas, restaurants, gift shops, horticultural gardens and school, significant natural areas and many scenic attractions.

The Commission's goals are as follows:

1. To maintain, preserve and enhance the beauty and surroundings of the Canadian Niagara Falls and the Niagara River, from Fort Erie to Niagara-on-the-Lake.
2. To develop, operate and maintain a system of park and recreation areas, historic sites and educational facilities which complement the natural wonders of the Niagara Falls and the Niagara River, and which will facilitate and add to the visitor's enjoyment.
3. To provide those wishing to view and enjoy the splendor of Niagara Falls an opportunity to do so with ease.
4. To provide a broad range of educational opportunities for people in the fields of horticulture, geology, natural history, and the history of the Niagara Frontier.
5. To continually seek new methods and means for improving the visitor's experience when visiting the Falls area.
6. To encourage complementary uses of lands adjacent to the Parks System, and to work with other groups and agencies who have compatible interests in the Park area.
7. To insure a suitable first and/or last impression for the many millions of visitors to Ontario and Canada crossing the borders along the Niagara Frontier.
8. To encourage and promote the development of the tourism industry in Ontario and Canada.
9. To pursue the self-sustaining nature of the Parks System while recognizing the limitations of compatible and suitable revenue-producing facilities and the long range need for capital improvements.

The present Niagara Parks Commission is continuing the policy of Commissions of former years, namely a dedication to carry out a program of preservation, restoration, commemoration, beautification and attraction for the enjoyment of the millions of yearly park visitors from all over the world. The Commission reports to the Legislature through the Minister of Tourism and Recreation.

Cover Photo:
Tulips in front of the Niagara Parks Police Building in Queen Victoria Park.

Commissioners

James N. Allan, Chairman
Dunnville

Archie Katzman, Vice Chairman
St. Catharines

Barbara A. Boyer
Fort Erie

Harry J. Daniel, Q.C.
St. Catharines

Wilbert N. Dick
Niagara-on-the-Lake

Heinz K. Hummel
Fort Erie

Kenneth R. Green
Simcoe

William J. Marshall
St. Catharines

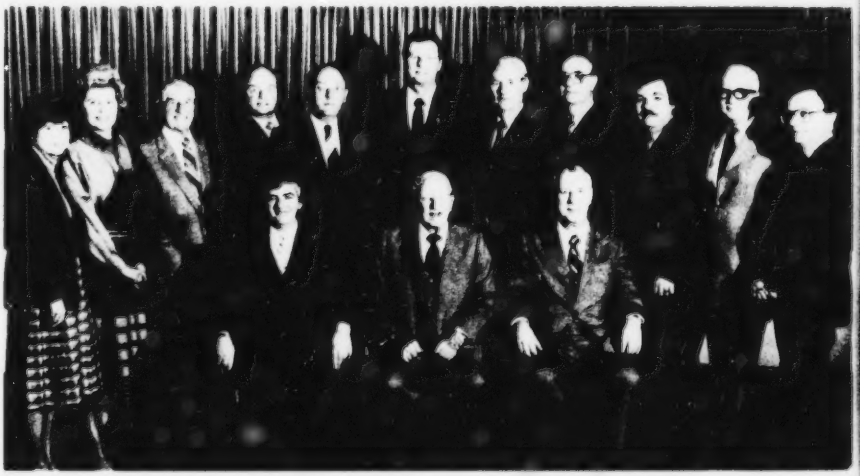
Brian E. Merrett
Niagara Falls

Alice J. Pietz
Welland

Albin R. Rogala
Stoney Creek

Brian N. Sinclair, Q.C.
Niagara Falls

Donald R. Wilson
General Manager and Secretary



Members of The Niagara Parks Commission as of October 31, 1984
Front Row (left to right): Archie Katzman, Vice Chairman, James N. Allan, Chairman, Donald R. Wilson, General Manager and Secretary.
Back Row (left to right): Barbara Boyer, Alice Pietz, Bill Marshall, Brian Sinclair, Q.C., Harry Daniel, Q.C., Heinz Hummel, Wilbert Dick, Kenneth Green, Brian Merrett, Archie Sheppard, Solicitor, Albin Rogala.

The Honourable
John B. Aird, O.C., Q.C., B.A., LL.D.
Lieutenant Governor of the Province of Ontario

May It Please Your Honour:

The undersigned respectfully
presents the annual report of
The Niagara Parks Commission for
the fiscal year ended October 31, 1984

Claude F. Bennett
Minister of Tourism and Recreation

CONTENTS

Aims & Objectives ..... Inside Front Cover
List of Commissioners ..... Inside Front Cover
Chairman's Foreword ..... Page 3
Weather & Attendance ..... Page 4&5
Attractions Department ..... Page 6
Retail Operations & Food Services Department ..... Page 7
Engineering Department & Capital Construction ..... Page 8
Statement of Capital Expenditures ..... Page 9
Golf Courses & Historical Sites ..... Page 10
Police Department & Safety ..... Page 11
Horticulture Department ..... Page 12
School of Horticulture ..... Page 13&14
Personnel Department & Public Relations ..... Page 15&16
Group Sales, Auditors' Report & Index to Financial Statements ..... Page 17
Financial Statements ..... Page 18-24

To the Honourable Claude F. Bennett, Minister of Tourism and Recreation:

I take pleasure in submitting herewith the Ninety-eighth Annual Report of The Niagara Parks Commission covering the fiscal year ending October 31, 1984.

The policies of the Commission are directed by a 12 member Commission consisting of the Chairman, Vice-Chairman, and 10 Commissioners.

In 1984 seven re-appointments took place. Mr. Archie Katzman of St. Catharines was re-appointed Vice-Chairman to October 23, 1987. Mr. Harry J. Daniel, Q.C. of St. Catharines and Brian N. Sinclair, Q.C. of Niagara Falls were also re-appointed. Those appointed for one year terms were William J. Marshall representing Regional Niagara, Heinz K. Hummel representing the Town of Fort Erie, Brian E. Merrett the City of Niagara Falls representative, and Wilbert N. Dick representing the Town of Niagara-on-the-Lake.

James N. Allan, Chairman of The Niagara Parks Commission

The Niagara Parks Commission has experienced an excellent year financially with a net profit just over $4.5 million, the second best year since the formation of the Park in 1885. A large part of this success can be attributed to a large increase in retail sales.

In 1984, the Standing Committee on Procedural Affairs reviewed the operations of our Commission. The Commission was pleased that the Standing Committee considered the Niagara Parks to be "very well managed and operated". It was also recorded by the Committee that, "the Commission has been noteworthy in keeping its one hundred year old mandate of preserving the natural integrity of the Niagara Parks system while at the same time maintaining its financial self-sufficiency. In the process of maintaining this mandate, the Commission has created a first-class tourist and recreation site that visitors from around the world (as the citizens of Ontario and Canada) can enjoy as well".

This year, development of our long planned People Mover System began. We look with eagerness towards our Centennial Year of 1985 when this new transportation system will be in operation.

To the members of the Commission, General Manager Don Wilson and all his staff, I extend sincere thanks for another year of progress brought about by their conscientious contributions to our Park objectives and operations.

In the pages that follow, the Ninety-eighth Annual Report of The Niagara Parks Commission is detailed by departmental reports.

Respectfully submitted,

The Niagara Parks Commission

James N. Allan,
Chairman

Weather and Attendance

The winter months of 1983/84 proved to be excellent for recreational activities within the Park. Cross-country skiing and tobogganing were particularly popular during December of 1983 and January of 1984. Snow remained on the ground until March.

The summer weather was average despite an unusually soggy June. During July, only 29mm of rain fell compared to a 69mm average during this period. The average July temperature was 21°C. About half the normal summer rainfall was recorded in August when the average temperature was 22°C.

The fall months of this year were drier and cooler than 1983.

Seasonally "good" weather is probably one of the main reasons why attendance at all Park attractions increased 7.5 percent over the previous year. Close to a 10 percent increase was recorded at the Scenic Tunnels, Maid of the Mist Incline Railway, and Horseshoe Falls Incline Railway. Even though the Niagara Spanish Aero Car closed on September 16th, earlier than usual, business revenue increased 2 percent over 1983. A sharp increase in educational group tours occurred at Battlefield House in Stoney Creek. Part of this increase can be attributed to activities generated during Ontario's Bicentennial Year.

Vehicular traffic was recorded daily in Queen Victoria Park from April 1 until October 31. Three meters, located at entry points into the Park, were used to gather this information. It is interesting to note that traffic during this period increased 18 percent over 1983 with the heaviest increases (almost 25%) occurring during June and July. Traffic figures were also recorded along three other areas of the Parks, the south Parkway, north Parkway, and Stoney Creek. Surprisingly, all these areas registered slight decreases in traffic volume.

ATTENDANCE - ATTRACTIONS, GOLF COURSES AND MUSEUMS

	1984	1983	INCREASE OR (DECREASE)
McFarland House	1,772	1,713	59
Whirlpool Golf Course	37,777	36,379	1,398
Niagara Spanish Aero Car	167,468	164,219	3,249
Maid of the Mist Incline Railway	786,272	717,125	69,147
Scenic Tunnel	680,595	619,561	61,034
Horseshoe Falls Incline Railway	827,649	754,666	72,983
Oak Hall Par 3 Golf Course	14,793	13,459	1,334
Viewmobiles	117,445	139,030	(21,585)
Miller's Creek Campsite	8,749	8,796	(47)
Old Fort Erie	45,970	47,544	(1,574)
Old Fort Erie Educational Tours	1,601	1,859	(258)
Charles Daley Park	24,882	26,251	(1,369)
Greenhouse - Queen Victoria Park	389,558	368,391	21,167
Stoney Creek Battlefield House	11,912	9,764	2,148
	3,116,443	2,908,757	207,686

Vehicles Accommodated in Tolled Parking Lots

Table Rock Parking Lot	368,786	344,455	24,331
Oakes Garden Parking Lot	23,219	21,070	2,149
Rainbow Bridge Parking Lot	23,219	23,779	(560)
Greenhouse Parking Lot	17,615	22,163	(4,548)
	432,839	411,467	21,372

Chartered Bus Permits Issued

Year	Number of Permits
1984	6,717
1983	6,825
1982	7,079
1981	7,112
1980	7,450
1979	7,116
1978	5,488
1977	5,584
1976	6,021
1975	5,721
1974	4,920

Queen Victoria Park Monthly Traffic Counts

	1984	1983
April	309,886	260,150
May	432,683	374,272
June	563,045	455,730
July	901,047	724,243
August	806,170	682,822
September	471,470	423,767
October	341,999	320,045
	3,826,300	3,241,029

Queen Victoria Park
10-Year Vehicle Count

Year	Number of Vehicles
1984	3,826,300
1983	3,241,029
1982	3,378,953
1981	3,615,227
1980	3,442,784
1979	3,070,247
1978	2,801,208
1977	3,028,956
1976	3,228,098
1975	3,198,905
1974	3,287,770

Total Traffic Recorded in the
Niagara Parks System
April 1 to October 31

Year	Number of Vehicles
1984	5,405,785
1983	4,864,415
1982	5,734,622
1981	5,700,732
1980	5,502,370
1979	5,263,695
1978	4,767,476
1977	5,155,317
1976	5,540,310
1975	5,495,143
1974	5,677,179

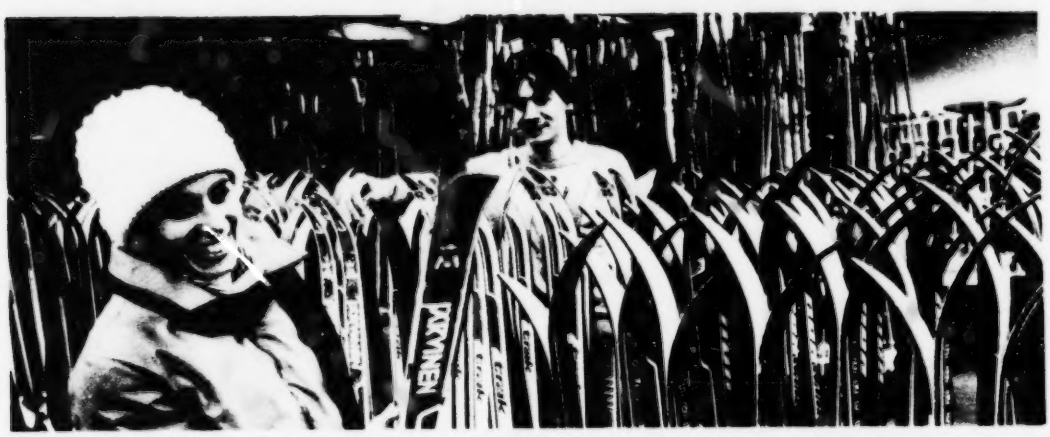
Vehicles Counted in Other Sections
of The Niagara Parks Commission

	1984	1983	1982	1981
North Parkway	975,915	982,554	979,836	821,601
South Parkway	560,350	597,107	588,618	548,374
Stoney Creek	43,220	43,725	47,149	55,490

(There are no traffic counters at Charles Daley Park or Miller's Creek Park)

Queen Victoria Park
License Plate Survey

Percentage from	1984	1983	1982	1981	1980	1979
CANADA	42.2	43.7	43.4	43.7	51.1	56.1
UNITED STATES	57.8	56.3	56.6	56.3	48.9	43.9



Cross-country ski equipment can be rented at the Whirlpool Golf Course during the winter months. The use of the trails is free.

Attractions Department

The Attractions Department provides employment to approximately 200 people at peak times. Revenue producing facilities which are in this department include: Table Rock Scenic Tunnel, Niagara Spanish Aero Car, Viewmobiles, Horseshoe and Maid of the Mist Incline Railways, Niagara Parks Marina, Miller's Creek Campsite, and Falls Area Parking Lots.

One of the most popular attractions, the Niagara Spanish Aero Car, closed earlier than usual this year to undergo major renovations. A minor change occurred at the Table Rock Scenic Tunnel. Rubber boots are no longer issued to those taking the trip. Raincoats continue to be provided at this facility. This was the final year for the operation of the Viewmobiles in Queen Victoria Park as the new People Mover vehicles will replace the units in 1985.

The standardization of floating docks at the Niagara Parks Marina was completed. This project began in 1981.

Niagara Parks Package Tour business increased 40 percent in 1984 with revenue in excess of $500,000.

Average attendance at the Scenic Tunnel, Niagara Spanish Aero Car, and Incline Railways increased almost 8 percent.

Visitors are dressed in yellow raincoats as they observe the mighty Canadian Horseshoe Falls at Table Rock Scenic Tunnel.

Aerial View - Niagara Parks Marina

Retail Operations Department

This was the best financial year in the history of the Parks for this department, with sales exceeding $9,700,000. There was strong growth in the sale of textile and souvenir merchandise.

A new Information/Retail Shop opened at the Floral Clock and proved to be very popular with visitors.

Emphasis continues to be placed on purchasing Canadian made products for resale in the Commission's ten major retail outlets. Over 6,000 different items are carried in Commission stores. The Park's policy of paying full exchange on merchandise paid for in U.S. currency is favourably commented upon by American visitors.

Food Services Department

Carol Muscato, Manager of the Niagara Parks Commission's Queenston Heights Restaurant, was voted by the Niagara Falls Canada Visitor and Convention Bureau as "Restauranteur of the Year" in 1984.

The retirement of Executive Chef Karl Gehriger, also took place after serving 27 years with the Commission.

Besides the Queenston Heights Restaurant, the Commission also operates three other fully licensed restaurants, a modern cafeteria, a patio-tavern, and several snack bars.

Niagara Parks restaurants provide year round banquet services for local weddings, business meetings, and parties.

This year an increase in gross receipts of just over 9.5 percent took place with the largest single increase of 25 percent being recorded at Queenston Heights Restaurant.

The parkland setting of Queenston Heights Restaurant in the shadow of Brock's Monument.

Engineering Department

The Engineering Department consists of 46 permanent people plus a seasonal complement of staff. It is responsible for the maintenance and preventative maintenance programs for equipment and structures owned by the Commission, plus the Niagara Parkway and its many service roads from Lake Ontario to Lake Erie.

Senior staff continues to co-operate with municipal and tourist agencies to find a more acceptable solution to traffic congestion in and surrounding Queen Victoria Park. During 1984 major construction programs were started to alleviate traffic problems in Queen Victoria Park. A new parking lot for 980 cars was constructed and work on the people mover stations was started. The transportation system is being built by Ontario Bus Industries in Mississauga.

Studies were started to plan the future development of Table Rock House and the Princess Elizabeth Building areas.

Capital Construction

In addition to the traffic improvement program, several other capital projects were completed. The most notable was Stage I replacement of the parapet (wall) opposite the Victoria Park Restaurant. Renovations were completed at the Victoria Park Dining Room and the Whirlpool Store.

A new irrigation system was installed at the Whirlpool Golf Course, a new pavilion was constructed at the Niagara Glen, an information and retail outlet was completed at the Floral Clock, and the pedestrian area at Table Rock House was repaved with interlocking bricks.

Aerial photo showing progress on the NPC people mover parking lot & station, located above the falls on Portage Road. September 1984.

Statement Of Capital Expenditures

FOR THE YEAR ENDED OCTOBER 31, 1984

LAND		
Queenston Heights Park Extension Along Portage Road - 46.3 Acres (18.74 Hectares)		$ 164,763
STONE PARAPETS, WALLS AND ARCHES		
Table Rock Area - Paving Brick	$ 50,713	
Gorge Wall Foundation Replacement - Opposite Victoria Park Restaurant	209,356	
		260,069
POWER AND WATER DISTRIBUTION SYSTEMS		
Queenston Heights Park - Park Lighting		12,150
REVENUE PRODUCING FACILITIES		
Floral Clock Information and Retail Booth	$ 33,042	
Whirlpool Golf Course - New Irrigation	144,905	
Whirlpool Store - Alterations	23,742	
Victoria Park Restaurant - Roof Replacement	33,662	
Victoria Park Restaurant - Dining Room Renovations	355,583	
Victoria Park Laundry - Roof Replacement	14,483	
Table Rock North Building - Roof Replacement 2nd Floor	38,432	
Marina - Shorewell	4,573	
Marina - Floating Docks	43,698	
		692,120
OTHER PARK BUILDINGS		
Niagara Glen - Pavilion Replacement	$145,222	
Oak Hall Administration Building - Front Entrance Enclosed	10,116	
Chippawa - Pumphouse	36,685	
		192,023
EQUIPMENT AND FURNISHINGS		363,218
AUTOMOBILES AND TRUCKS		59,885
		$1,744,228

THE NIAGARA PARKS COMMISSION

Ontario

Golf Courses

The Niagara Parks 18 hole Whirlpool Golf Course is recognized as one of the finest public courses in Canada. The Oak Hall Par 3 Golf Course is also a popular recreation area for golfers.

The 24th Annual Men's Amateur Open was held at the Whirlpool Golf Course on August 17th with 144 participants. Winner of the Fred M. Cairns Trophy, with a low gross of 73 in A Flight, was Bob Nebel of Whitevale, Ontario.

Margie Rae of the Port Colborne Golf Club captured top honours in the 22nd Annual Niagara Parks Ladies Amateur Tournament. She was awarded the Lilian Allan Trophy as a result of her low gross of 86.

In 1984, over 37,700 people played at the Whirlpool Golf Course. This is one of the largest recorded number of golfers since the course opened in 1952.

Historical Sites

The historic sites of The Niagara Parks Commission include: McFarland House at Niagara-on-the-Lake, Battlefield House in Stoney Creek, and Old Fort Erie. The Niagara Parks Commission also administers Drummond Hill Cemetery in the City of Niagara Falls and owns the building housing Willoughby Historical Museum on the south Parkway.

At Battlefield House, individual and group attendance increased due to interest generated by Ontario's Bicentennial activities.

At Old Fort Erie, hourly demonstrations and tours were continued by the barracks staff. Employees also took part in five extra-curricular activities including a gun salute for SV "Providence", one of the "Tall" ships that visited Buffalo, New York. The barracks staff also took part in several Ontario Bicentennial events that were sponsored by the Town of Fort Erie. The Commission continues to receive many compliments on the quality of demonstrations, cleanliness, and appearance of the site.

At McFarland House in Niagara-on-the-Lake a slight increase in business was noted.

Battlefield House, Stoney Creek

Police Department

Ontario's Niagara Parks are patrolled by our own police force. Good public relations is a high priority of these officers as they have an important responsibility to serve our Park visitors with integrity and effectiveness.

This department consists of a Chief of Police, five corporals, eight first class constables, four dispatchers, and twenty-five special constables.

Constable Jack Slater was promoted to Corporal, replacing Ken Watson who retired after 26 years of service.

During 1984 there were a total of 222 charges laid under the Niagara Parks Act, Highway Traffic Act, Liquor License Act, and Compulsory Auto Insurance Act. Investigations were also conducted into 128 major motor vehicle accidents and 52 minor vehicle collisions.

For the first time in 1984, the Government of Canada introduced the "Police Exemplary Service Medal" which is awarded to police officers with 20 or more years of service. Medals were presented to: Chief W.J. Derbyshire, Cpl. R. Gamey, Cpl. K. Watson, Cpl. S. Sherar, Cpl. C. Pettay, Cpl. J. Slater, and Cst. W. Bell.

Marine patrols to Navy Island were continued in 1984 by parks personnel. In addition, through a working relationship with the Federal Government, a Canada Customs Officer occasionally accompanied our staff on patrol.

Incidents of mischief and vandalism in day use areas were minimal in 1984. The reason for this decline is credited to increased patrols and the implementation of the liquor ban in the early camping season particularly at Charles Daley Park.

Safety

All operations conducted by Park employees are scrutinized by a Park Safety Officer to ensure the highest standards of employee safety.

The goal of this department is accident prevention eliminating employee injuries and damage to equipment. This is achieved through planning, training, supervision, and control of hazards.

There were 776 Park employees who undertook some form of Safety/Health Program in 1984. These programs were: first aid certification, fire safety, Cardio-pulmonary Resuscitation, new driver training, crane hoist operation, rope and harness training, fire safety drills, overhead extinguishing systems, and chain saw safety.

Our five year long-range safety goals that were established by the Workers' Compensation Board were met and successfully completed. Employee Accident Frequency has been below the national group average during this period.

20 Year Service medals were given to seven Niagara Parks police officers. From left: Cpl. Stan Sherar, Cpl. Carl Pettay, Cpl. Robert Gamey, Chief W.J. Derbyshire, Const. William Bell, Cpl. Ken Watson, Cpl. Jack Slater

Horticulture Department

The outdoor gardens and parks of The Niagara Parks Commission provide attractive and colourful displays for the visiting public. Formal gardens and informal open space areas serve to keep visitors in Niagara after they have finished looking at the Falls. During the winter months, the Niagara Parks Greenhouse provides floral exhibits to many tourists and local residents. Greenhouse attendance this year was recorded at close to 390,000 visitors.

The Greenhouse is the main source of botanical materials used in ornamental plantings found throughout the Niagara Parks. Plants worth a commercial value of $121,000 were grown within the Greenhouse during 1984. There were 121,000 bedding plants used in summer floral exhibits and 6,400 potted plants were grown for seasonal Greenhouse displays.

Once again, Greenhouse gardeners and several park trades people combined to build and stage a very successful floral exhibit at the Royal Winter Fair. The display featuring a Japanese Dry Garden was well received by the public.

A total of 740 dead or diseased trees were removed and disposed of this year. Of this total, 111 trees were elms.

The Horticulture Department also oversees the supervision of lifeguards at Dufferin Islands and King's Bridge Park. Four rescues were successfully made during the summer of 1984. Also of note was the fact that the number of accidents recorded was much lower in 1984 than previous years.

A young family enjoys viewing and photographing the many flowers to be found in Queen Victoria Park.

NPC Floral Clock - one of North America's largest. The face is made up of thousands of small plants and is changed twice yearly. Planted in 1984 in honour of Ontario's Bicentennial.

The naturalist program at the Niagara Glen was very popular. More than 1,000 people of all ages joined the Park Naturalist for a guided walk through the Glen. A nest count was taken by a local ornithologist for the five-year inventory of Ontario's nesting birds.

It is of interest to note that the following park furniture exists at no charge within the various areas of the Park: 350 benches, 956 picnic tables, 175 fireplaces and braziers, 975 garbage containers, and 25 drinking fountains. The total number of people taking part in organized group picnics was recorded as 47,436.

The cost in 1984 to keep the 1130 hectares of parkland clean and green was approximately 3.5 million dollars. Many compliments were received from the public about the beauty of the Niagara Parks.

School of Horticulture

One of the most popular summer attractions of the Parks system is the School of Horticulture. This unique school has been operated by The Niagara Parks Commission since 1936. Each year 12 students, who must be Canadian citizens, are selected by an interview committee to take a three year practical and theoretical course. Tuition is $625 per student per year, with first and second year students receiving free room and board in the on-site residence. Students receive either a $26, $28, or $30 stipend per week for their on-site practical work. Work on the School grounds is done exclusively by the students.

The 42nd graduation ceremonies took place at the school auditorium on March 31st, with the following nine students graduating:

Kevin Wayne Anderson
Queenston

David Edward Covill
Dundas

Scott Arthur Haight
Woodstock

Karen Jean Michaud
Moncton, New Brunswick

William Paul Michaud
Oshawa

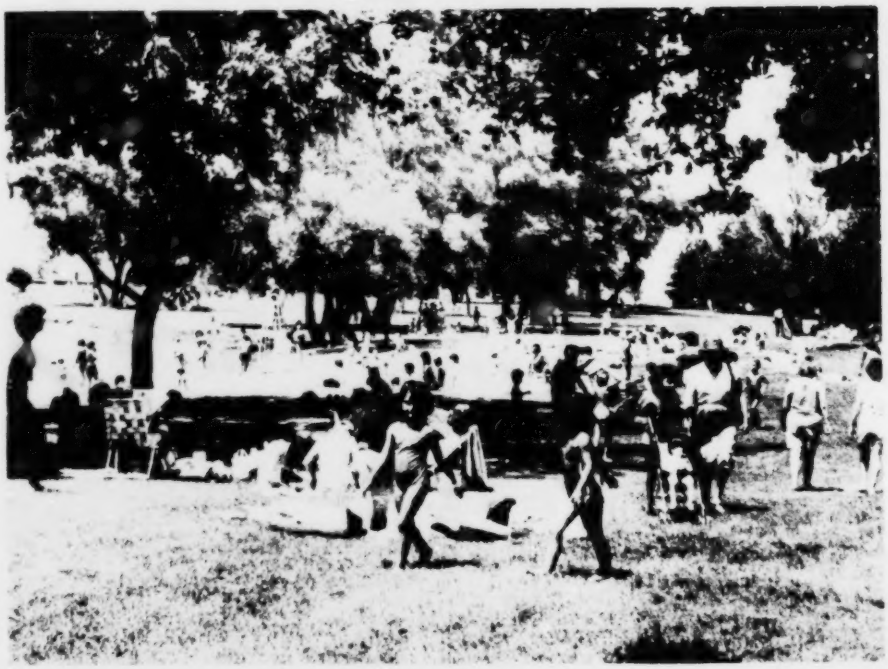
Garry Norman Moore
Amherstburg

Mathew Michael Smerek
Smithville

Kathryn Dawn Steed
Indian River

Jay James Todd
Niagara Falls

A visitor admires the floral display in the Greenhouse.

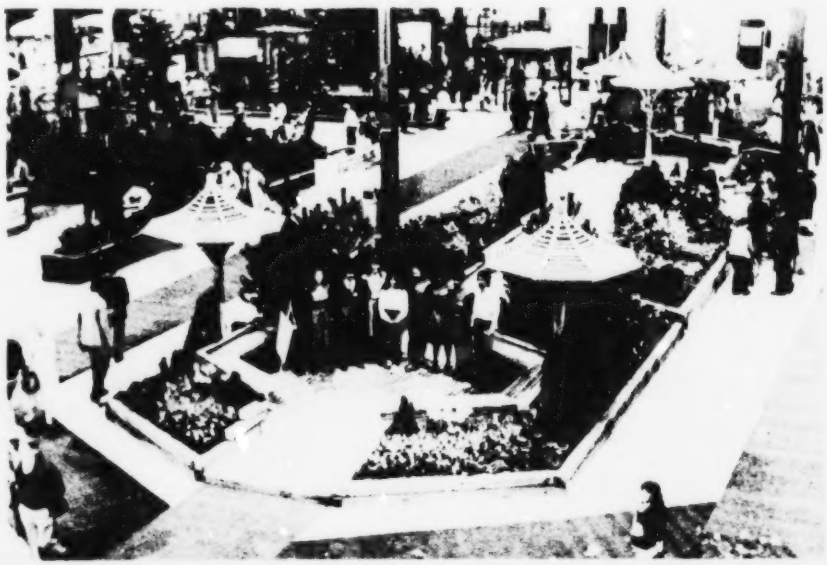


King's Bridge Park is a popular location for people to relax, enjoy the sun and have a picnic along the parkway.

Improvements completed during 1984 include a partial conversion of the stone barn to a general purpose workshop with increased tool storage capacity. This improvement has permitted the building of a women's change room with showers and locker space in the residence basement.

On the grounds, screen planting with Austrian Pine and Japanese Cherries was undertaken for the new parking lot. Species and shrub roses are being accumulated for landscaping the divider strips of the same parking lot which will be completed during 1985. Several new pathways were developed to encourage public use north of the Visitor Information Center. The most significant new feature on the grounds was the shaping of a substantial new rock garden that covers about one acre in the extreme northeast corner of the property. It is anticipated that three years will be required to develop this site to completion. (The) accumulation and propagation of suitable alpines and dwarf conifers is the major limiting factor.)

The School Garden Shop, in its first full season, enjoyed a 50% increase in sales. School grown plant materials were added to the inventory which provided customers with goods not available elsewhere.



School of Horticulture students' flower display at the Garden & Pool show in Toronto.

Annual spring show at NPC Greenhouse.

Personnel Department

The Niagara Parks Commission is a major employer in the Niagara area. In 1984, 1,152 seasonal employees were hired with 560 being female and 592 male. The regular year round complement of employees was 245. Total payroll was $11,000,000.

The Personnel Department is involved with job classification, salary administration, employee benefits, union-management negotiations, and labour grievances.

A "Memorandum of Understanding" involving employee groups represented by Park Police, Local 217, and Ontario Public Service Employees Union Local 217, was still being negotiated at year's end.

Eight regular employees with a combined service of 177 years retired from the Commission this year.

Many regular employees again took advantage of a training policy whereby job-related courses can be paid for in whole or in part by the Commission. Twenty-three employees participated in nineteen different training courses.

Public Relations Department

This department's main purpose is to communicate the activities of the Commission to the general public and employees. In order to accomplish this, brochures, monthly newsletters, and informational literature were prepared.

A Centennial Niagara Parks brochure was printed in both English and French. This is the first time that a full-colour brochure has been produced in French by the Commission.

The coordination of work on a new Niagara Parks history book and film was a major priority in 1984. Both items will be introduced during the Parks' Centennial year of 1985. George A. Seibel, a local historian, was named as Niagara Parks Historian.

Niagara Parks employees participated in major fund-raising campaigns first to purchase new equipment for the Greater Niagara General Hospital; and second the United Way. Significant funds were donated to both campaigns which were gratefully received by the organizations.

Employees of the Niagara Parks Commission raised over $25,000 for the Greater Niagara General Hospital's fund raising campaign.

The Niagara Parks Commission participated in the second annual "Festival of Lights" winter promotion. Over 40 trees in Queen Victoria park were decked-out with colourful lights and several holiday season displays were set up throughout the Park.

Olympic poster is presented to James Allan by Olympic Marathon Trial Race director John Chew and artist Charles Brunner.

Federal PC leader Brian Mulroney & wife Mila enjoy the 25th Annual Blossom Festival Parade. Mr. Mulroney was the honorary grand parade chairman.

The promotion of group business received greater emphasis this year through the efforts of a Group Tour Coordinator. In order to accomplish this, four new package tours were developed and favourably accepted by businesses that promote group tours to this area.

As in previous years, the Public Relations Department assisted in arranging tours of the Park for distinguished visitors. James N. Allan, Chairman of The Niagara Parks Commission, and Ontario Deputy Premier Robert Welch, accompanied Premier Zhao Ziyang of the Peoples Republic of China on such a visit in January. Brian Mulroney, Prime Minister of Canada and his wife Mila, participated in the 25th Annual Blossom Festival Parade. Mr. Mulroney, at that time Leader of the Opposition, served as honourary Grand Parade Chairman.

Free band concert programs remain very popular with the public. These concerts, held in several areas within the Niagara Parks, are paid for jointly by the Commission and a grant from The Musicians' Performance Trust Fund.

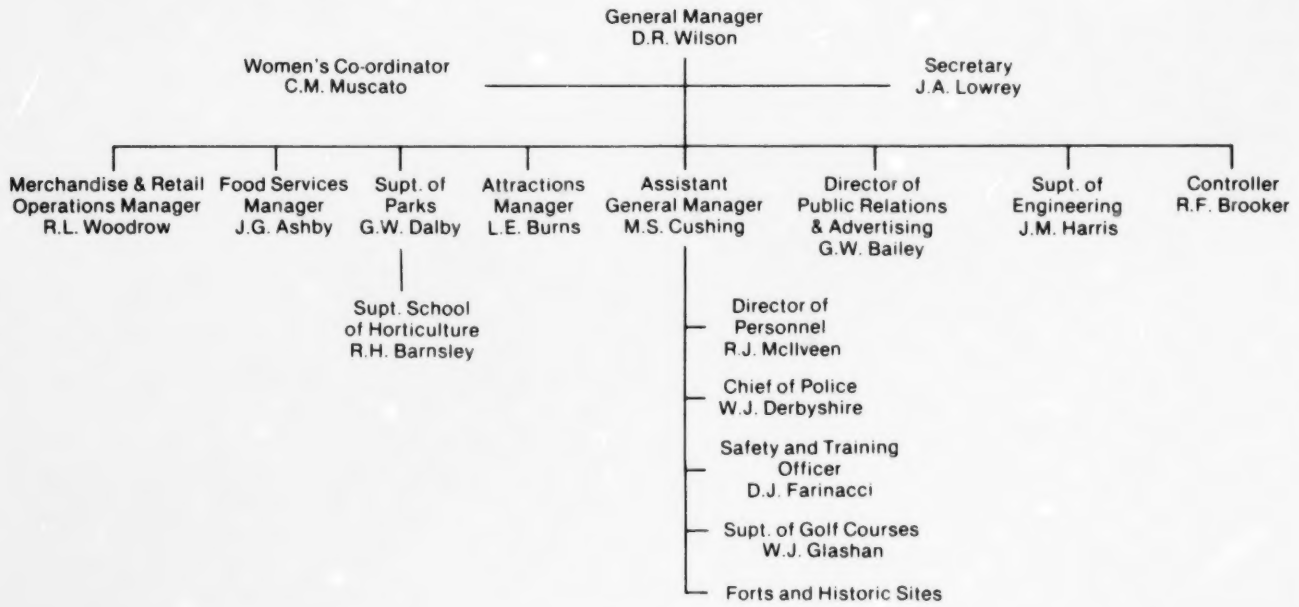
Niagara Falls Concert Band performs summer concerts in the bandshell in Queen Victoria Park.

As in previous years a license plate survey was conducted in Queen Victoria Park. This is the greatest percentage of vehicles that came from the United States in ten years. Statistically, 42% came from Canada and the remaining 58% came from the United States.

Chinese Premier, Zhao Ziyang, James N. Allan, and Hon. Robert Welch during visit to Niagara Falls in January 1984.

Audrie Newton, Hostess at the Victoria Park Restaurant meets Entertainer Wayne Newton.

The Niagara Parks Commission Administrative Organization Chart



GROUP SALES

In 1984 a more concentrated effort was taken towards developing the group sales market.

In order to accomplish this a group tours coordinator was hired, and new promotional sales literature produced. Also, eleven Group Tour Marketplaces within a 300 mile radius of Niagara Falls were attended by our representative, to promote all aspects of the Park. This was extremely beneficial since many new contacts were made. In the past, several groups were using only one of our Park facilities such as a restaurant, now some of these same groups also include Park attractions. The introduction of a coordinator also made it easier for group wholesalers to make one call only to make all group reservations. In the past, each particular department handled group reservations which meant group wholesalers would have to contact several individuals to finalize their plans. New forms and vouchers were also developed to simplify group reservations and the on-site handling.

The concentration on the group sales market had a significant impact on our overall sales in 1985.

Auditors' Report

To The Niagara Parks Commission and to the Minister of Tourism and Recreation.

I have examined the balance sheet of The Niagara Parks Commission as at October 31, 1984 and the statements of equity, income and expenditure and changes in financial position for the year then ended. My examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as I considered necessary in the circumstances.

In my opinion, these financial statements present fairly the financial position of the Commission as at October 31, 1984 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

D.F. Archer, F.C.A.
Provincial Auditor

Toronto, Ontario
January 21, 1985

Statements

1. Balance Sheet
2. Statement of Equity
3. Statement of Income and Expenditure
4. Statement of Changes in Financial Position

Schedules

5. Gift Shops, Restaurants and Attractions Schedule of Income and Expenditure
6. Schedule of Maintenance Expenses
7. Schedule of Administrative and General Expenses

THE NIAGARA PARKS COMMISSION

Ontario

BALANCE SHEET AS AT OCTOBER 31, 1984 — **STATEMENT 1**

	1984	1983
	$	$ note 6
ASSETS		
CURRENT		
Cash	7,820,987	6,564,787
Accounts receivable		
Water rentals	1,265,369	793,653
Sundry	607,112	386,112
Inventories - note 1 (a)		
Saleable merchandise	1,340,083	1,507,750
Maintenance and other supplies	172,408	176,655
Prepaid expenses	42,494	99,757
	11,248,453	9,528,714
INVESTMENT OF FUNDS FOR FUTURE CAPITAL PROGRAM - note 3	6,898,331	7,213,728
FIXED - notes 1(b), 2 and 4		
Land	4,920,364	4,755,601
Buildings, roadways and structures	27,316,857	26,229,871
Equipment and furnishings	4,263,254	4,006,899
Automobiles and trucks	901,071	858,689
	37,401,546	35,851,060
Accumulated depreciation	13,843,692	12,750,833
	23,557,854	23,100,227
Capital works in progress	4,998,455	603,636
	28,556,309	23,703,863
	46,703,093	40,446,305
LIABILITIES		
CURRENT		
Accounts payable	2,612,864	987,742
Accrued payroll	416,372	328,852
	3,029,236	1,316,594
LONG-TERM INDEBTEDNESS		
Mortgage payable - note 4	24,000	26,000
EQUITY		
EQUITY (Statement 2)	43,649,857	39,103,711
	46,703,093	40,446,305

See accompanying notes to financial statements.

On behalf of the Commission:

James R. Allan
Chairman

Vice-Chairman

STATEMENT 2

STATEMENT OF EQUITY

FOR THE YEAR ENDED OCTOBER 31, 1984

	1984	1983
	$	$
EQUITY, BEGINNING OF YEAR	39,103,711	35,694,509
EXCESS OF INCOME OVER EXPENDITURE FOR THE YEAR (Statement 3)	4,546,146	3,409,202
EQUITY, END OF YEAR	43,649,857	39,103,711

STATEMENT 3

STATEMENT OF INCOME AND EXPENDITURE

FOR THE YEAR ENDED OCTOBER 31, 1984

	1984	1983
	$	$
INCOME		
Water rentals	3,275,057	3,125,046
Privileges, tolls and fees	659,444	609,888
Net income from gift shops, restaurants and attractions, exclusive of any portion of the administrative overhead of the Commission (Schedule 5)	8,149,987	7,201,161
Sundry income	25,375	24,976
Profit (loss) on disposal of fixed assets - net	(15,165)	9,651
Premium on United States funds - net	172,497	140,997
Interest on bank deposits	1,161,200	1,035,340
	13,428,395	12,147,059
EXPENDITURE		
Maintenance expenses (Schedule 6)	6,424,046	6,455,800
Administrative and general expenses (Schedule 7)	1,483,393	1,346,312
Advertising and public relations	285,892	295,802
Mortgage interest	1,418	1,533
Bank charges and interest	19,425	14,797
	8,214,174	8,114,244
EXCESS OF INCOME OVER EXPENDITURE FOR THE YEAR BEFORE DEPRECIATION ON NON-INCOME PRODUCING ASSETS	5,214,221	4,032,815
DEPRECIATION OF NON-INCOME PRODUCING ASSETS	668,075	623,613
EXCESS OF INCOME OVER EXPENDITURE FOR THE YEAR	4,546,146	3,409,202

STATEMENT 4

STATEMENT OF CHANGES IN FINANCIAL POSITION
FOR THE YEAR ENDED OCTOBER 31, 1984

	1984	1983
	$	$
FUNDS WERE PROVIDED BY		
Operations		
Excess of income over expenditure for the year	4,546,146	3,409,202
Charges against income not requiring an outlay of funds - depreciation	1,241,524	1,173,976
Loss (profit) on disposal of fixed assets - net	15,165	(9,651)
	5,802,835	4,573,527
Investment funds for future capital program - net	315,397	—
Sale of fixed assets	29,913	41,622
	6,148,145	4,615,149
FUNDS WERE USED FOR		
Purchase of fixed assets and capital works in progress	6,139,048	2,620,195
Payments on long-term indebtedness Mortgage payable	2,000	2,000
Investment of funds for future capital program	—	713,728
	6,141,048	3,335,923
INCREASE IN WORKING CAPITAL	7,097	1,279,226
WORKING CAPITAL, BEGINNING OF YEAR	8,212,120	6,932,894
WORKING CAPITAL, END OF YEAR	8,219,217	8,212,120

SCHEDULE 5

GIFT SHOPS, RESTAURANTS AND ATTRACTIONS
SCHEDULE OF INCOME AND EXPENDITURE
FOR THE YEAR ENDED OCTOBER 31, 1984

	1984	1983
	$	$
INCOME		
Souvenirs, china and post cards	10,393,490	8,868,500
Food and refreshments	6,791,868	6,351,475
Beer, liquor and wine	921,129	924,478
Confectionery and tobacco	410,658	351,120
Fares, admissions and rentals	5,232,440	4,778,953
Sundry	443,467	425,803
	24,193,052	21,700,329
COST OF GOODS SOLD		
Souvenirs, china and post cards	4,885,292	4,174,690
Food and refreshments	1,867,213	1,705,978
Beer, liquor and wine	308,947	285,221
Confectionery and tobacco	229,363	199,959
Sundry	188,235	166,386
	7,479,050	6,532,234
GROSS PROFIT	16,714,002	15,168,095
OPERATING EXPENDITURE		
Salaries and wages	4,514,232	4,198,554
Employee benefits	400,536	368,630
Fuel, power, water and laundry	491,879	425,428
General expenses	772,897	730,061
Maintenance of buildings, equipment and golf courses	1,086,449	1,037,356
Grants in lieu of municipal taxes	344,585	272,718
Distribution centre expense	379,988	383,824
	7,990,566	7,416,571
NET INCOME BEFORE DEPRECIATION	8,723,436	7,751,524
DEPRECIATION OF BUILDING AND EQUIPMENT	573,449	550,363
NET INCOME EXCLUSIVE OF ANY PORTION OF THE ADMINISTRATIVE OVERHEAD OF THE COMMISSION	8,149,987	7,201,161

SCHEDULE 6

SCHEDULE OF MAINTENANCE EXPENSES
FOR THE YEAR ENDED OCTOBER 31, 1984

	1984	1983
	$	$
MAINTENANCE OF GROUNDS AND FACILITIES		
Niagara-on-the-Lake to Queenston	213,476	197,432
Queenston Heights Park	246,486	237,826
Queenston to Niagara Falls	450,089	730,496
Queen Victoria Park	1,749,926	1,803,273
Queen Victoria Park to Black Creek	182,987	159,352
Black Creek to Fort Erie	170,021	153,763
Town of Fort Erie	311,635	233,502
Stoney Creek Park	59,694	52,688
	3,384,314	3,568,332
UNDISTRIBUTED MAINTENANCE COSTS		
Horticulture Department		
School of Horticulture	491,639	461,116
Greenhouse	223,019	212,998
Tree department	57,062	61,814
Other expenses	481,691	453,539
Trucks and automobiles	9,500	16,127
Service yards	193,792	171,186
	1,456,703	1,376,780
Engineering Department		
Equipment	36,036	24,020
Other expenses	713,871	684,508
	749,907	708,528
Police Department		
Salaries	656,868	635,221
Automobiles, employee benefits, uniforms and miscellaneous	176,254	166,939
	833,122	802,160
	6,424,046	6,455,800

SCHEDULE 7

SCHEDULE OF ADMINISTRATIVE AND GENERAL EXPENSES
FOR THE YEAR ENDED OCTOBER 31, 1984

	1984	1983
	$	$
ADMINISTRATIVE EXPENSES		
Administrative and office salaries	931,004	885,879
Commissioners' expenses	7,272	6,203
Office expense	80,569	77,627
Telephone	25,751	25,791
Travel expense	7,384	6,794
Employee benefits	198,267	130,057
	1,250,247	1,132,351
GENERAL EXPENSES		
Insurance - net	67,039	61,751
Legal fees	19,798	11,694
Audit fees	28,070	24,475
Pension and injury awards	20,403	20,192
Grants in lieu of municipal taxes - net	14,542	18,075
General expense	45,969	53,462
Expropriation expense	—	5,531
Special grants	37,325	18,781
	233,146	213,961
	1,483,393	1,346,312

NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED OCTOBER 31, 1984

1. SIGNIFICANT ACCOUNTING POLICIES

(a) Inventories
Inventories of saleable merchandise are valued at the lower of cost (first-in, first-out) and net realizable value.

(b) Fixed assets
All fixed assets are recorded at cost. Depreciation has been recorded on the straight-line method, using rates from 2 to 20 per cent for buildings, roadways, and structures, from 10 to 50 per cent for equipment and furnishings and from 15 to 50 per cent for automobiles and trucks.

2. FIXED ASSETS

	1984		
	Cost	Accumulated Depreciation	Net Book Value
	$	$	$
Land	4,920,364	—	4,920,364
Buildings, roadways and structures	27,316,857	10,454,934	16,861,923
Equipment and furnishings	4,263,254	2,725,642	1,537,612
Automobiles and trucks	901,071	663,116	237,955
	37,401,546	13,843,692	23,557,854

	1983		
	Cost	Accumulated Depreciation	Net Book Value
	$	$	$
Land	4,755,601	—	4,755,601
Buildings, roadways and structures	26,229,871	9,682,953	16,546,918
Equipment and furnishings	4,006,899	2,485,316	1,521,583
Automobiles and trucks	858,689	582,564	276,125
	35,851,060	12,750,833	23,100,227

3. CAPITAL PROGRAM
The Commission has commenced work in connection with the development of a parking area and transit system to alleviate traffic problems in Queen Victoria Park. The total cost of this program is estimated to be $10,000,000 of which $3,868,875 has been incurred as at October 31, 1984. The Commission anticipates most of the remaining costs will be incurred by October 31, 1985 and has earmarked $6,898,331 (1983 - $7,213,728) for this purpose. The funds are invested in Government of Canada Treasury Bills which are recorded at cost.

4. MORTGAGE PAYABLE
The mortgage payable bears interest at 5 3/4% and requires annual principal payments of $2,000 until March 1, 1996. The mortgage is secured by land with a carrying value of $70,000.

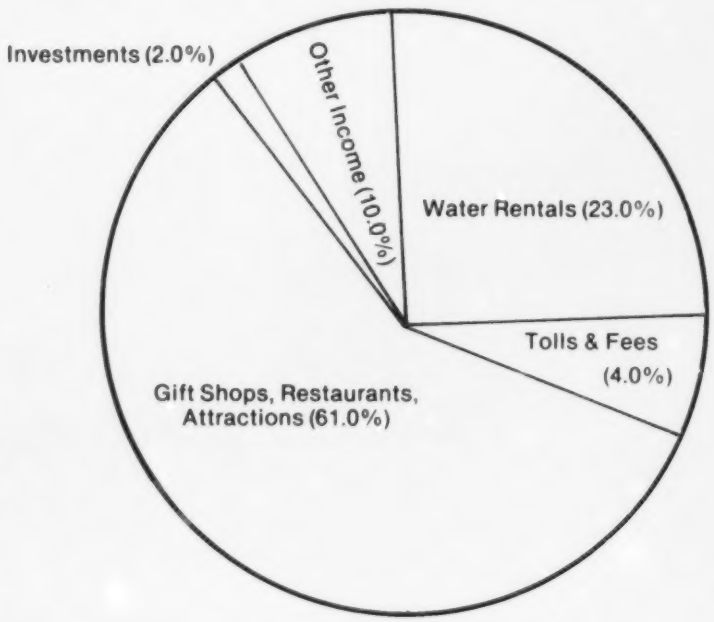
5. TRUST FUNDS
The Commission administers trust funds for the perpetual care of a cemetery plot at Drummond Hill Cemetery. As at October 31, 1984 these funds totalled $5,803 (October 31, 1983 - $5,389). These funds are not included in the financial statements.

6. COMPARATIVE FIGURES
Certain comparative figures on Statement 1 have been reclassified to conform with the 1984 presentation.

THE NIAGARA PARKS COMMISSION

FOR THE YEAR ENDED OCTOBER 31, 1984

WHERE THE COMMISSION DOLLAR CAME FROM



WHERE THE COMMISSION DOLLAR WENT